

Key Messages

PEO RESTRUCTURE

- **Everything We are Doing has One Aim: To Make the Air Force Better** – In the world of acquisition, that means delivering what we promise, when we promise.
- **Better Alignment of Accountability** – As part of the Program Executive Officer (PEO) reorganization, PEOs have been moved closer to the programs they oversee by dual-hatting the Air Force's three product Center Commanders as PEOs. The primary responsibility of the Center Commanders will be program execution. Now, the PEO/Center Commander has the program authority to go along with their resources to effectively develop the products our warfighters need.
- The realignment clarifies PEO and product center commander responsibilities, removes inherent organizational conflicts, and builds off AFMC's evolving acquisition enterprise concept to foster greater interaction between programs.
- **Improved Support to the Warfighter** – We want our program execution to be as fast as we can make it and ensure we are credible in the way we do it in terms of cost, schedule, and performance. This is a great and rare opportunity for the Air Force to make a mid-course correction and move forward in a way that has the opportunity to produce some great results.
- **Increased Collaboration between AFMC and SAF/AQ** – There is one joint agenda, and we will move forward together with a single focus and single purpose: to provide our warfighters with the very best systems, systems of systems and capabilities.

DEPOT AND SUPPLY MANAGEMENT IMPLICATIONS

More Focus on Sustainment – AFMC's Air Logistics Center commanders will no longer be Designated Acquisition Commanders allowing more concentration on depot and sustainment issues – we are getting back to basics at our ALCs by strengthening their effectiveness, which in the long run will make them more competitive with private industry. ALC engineers will focus more on sustainment engineering than on modernization.

- The ALCs will remain key players in sustainment planning as new systems are developed and acquired and will retain their traditional, and central, roles in the sustainment, maintenance, overhaul and repair of our fielded weapons systems, as well as management of the Air Force purchasing and supply chain.
- **Depots Remain Engaged in Acquisition** – The ALC commanders will remain highly engaged in the acquisition process because of the important maintenance and supply planning needed for the support of our current and future weapon systems.
- The PEO Restructure will have very minimal impact on manning at our bases, including the depots.

SCIENCE AND TECHNOLOGY INTEGRATION

- **S&T Integration Key to AFMC's Cradle-to-Grave Mission** – AFMC has a cradle-to-grave focus for the development and sustainment of the systems that are asked of us by our warfighters. That starts with world-class science and technology. One of the Air Force's three core competencies is Technology-to-Warfighter which is really what we are all about at AFMC.
- AFMC is a supporting command. We take our orders from the Air Force, and AFRL takes its orders from AFMC. We get guidance on where we should put our efforts, and we integrate all of our mission areas together with the integration of S&T; perhaps, the most critical component.
- **Focus is on Capability** – Our science and technology work must always be done in the context of developing weapon systems that meet the capability shortfalls we find through our process of review. The focus is not on platforms but on capabilities we need to be successful.
- **Technology Transition** – We've got to do a better job at getting our technologies out of the labs and into the hands of our warfighters. The process is not responsive enough. We are taking active steps to speed up technology delivery to the men and women in the field. Sometimes, an 80% solution today is far better than a 100% solution somewhere down the road.
- **Breaking the Time Barrier** – Long ago we broke the sound barrier and now we are trying to break the time barrier, being able to get from target detection to destruction in minutes. There are tremendous technology challenges inherent in making this happen, from gathering vital information to fusing it into actionable knowledge. We've already made great leaps forward and continue to make progress in these areas.

ATTRITION-BASED PLANNING

- The current standard for acquisition planning is a straight line assuming we are going to use the same amount of resources to accomplish the exact number of tasks every month until the end of the program.
- This never works; we are behind the curve from the start and keep losing ground from there. We assume we are going to make up the difference at the end with a "Hail Mary" pass or a miracle.
- We need to use some reality when developing the curves. We'll get more done in some months than others. For example, December will be a slower month because of vacation and holidays.
- This is critical to our credibility. We've got to do a much better job on forecasting costs and schedule so we can make the right decisions. The truth is that some months will be more productive than others. Our planning needs to factor that in (see attached charts for a picture explanation).